

The Delhi Resolution of the CI Board (8 November 2014)

No single element of *CARE 2020* is more transformational for us than building our non-OECD membership in CARE. We are convinced that doing this will have a profound impact on our ability to fight poverty and social injustice, fundamentally alter the dynamics of our governance, determine the issues we prioritise, build our legitimacy, and enable us to mobilize significant resources in support of our critical work.

With this in mind, we commit to a fundamental realignment of our confederation from one that is predominantly comprised of OECD country members to one with predominantly members from non-OECD countries¹. Specifically, by 2019 we aspire to have a majority of our members from non-OECD countries and by 2025 to have predominately non-OECD members.

The Secretariat, working closely with the CI National Directors, will produce a plan to take this work forward. The plan, which will be completed for review and approval at the June 2015 CI Board meeting, will:

- Use the Program Strategy as the key reference point to build a coherent organisation with this new membership;
- Identify candidates for transition to Membership/Affiliate Membership/ strategic partnership.
- Identify the proposed number of new CIMs and the intermediate dates by which we will have new members in place.
- Determine indicative resource requirements.
- Identify CI Member mentors to support the transition, including applying experience and the participation of our existing non-OECD members.
- Identify changes to the CI Code, including with respect to forms of Membership, necessary to enable implementation for consideration initially by the G&N Committee.

The Board agrees that implementing this transition within the ambitious timeline will require a relaxation of the existing requirement that a country office must demonstrate that it can become financially independent before the transition process to CI Membership begins.

In the immediate term, and in light of the priority to build our non-OECD membership, the G&N Committee will revise the draft governance structure to identify changes consistent with this evolution of our membership and to address some unresolved issues raised by the Members.

The Board has also considered the shift of Country Offices to global line management in light of the urgency of building CI's membership from non-OECD countries. It requests the Secretariat to harmonize systems of line management, engage the national directors in an examination of the costs of line-management and operations and opportunities for deeper structural change and efficiencies, and for the new Secretary General/CEO to determine how best to sequence centralised line-management of the country offices that do not transition to CI Membership, building on the work done to-date by the Transformational Change Team.

¹By non-OECD countries we mean countries also described as those belonging to the "Global South". No label is perfect: OECD countries include countries such as Mexico and Turkey. The divide between Global South and Global North countries is broadly considered a socio-economic divide, rather than one about location in the Southern or Northern hemisphere. The Global South is made up of Africa, Latin America, and the developing countries of Asia, the Pacific and the Middle East.